40 YEARS

United Nations Economic and Social Commission for Western Asia

STUDY ON THE INTEGRATION OF SERVICE DELIVERY IN THE ARAB REGION: THE ROLE OF STANDARDS AND INTEROPERABILITY

Background, purpose and approach

Context, objectives and methodology

CONTEXT
- The need for citizen-centric services to be integrated across all channels: digital, call-centre, face-to-face
- Adoption of interoperability and standards to integrate both back and front government offices

MAIN OBJECTIVES
Recommendations for a strategic framework and guidelines for e-government service integration in the Arab Region

METHODOLOGY
Desk research, questionnaires and case studies

Trends and good practices: globally and in the Arab Region

Global trends and lessons

GLOBAL GOOD PRACTICES

- Joined-up, collaborative whole-of-government integration
- Citizen-centric and interactive services focusing on feed-back, e-participation, open data, openness and transparency
- Back-office integration between entities and levels and with non-government actors
- Front-office service integration around service functions, user characteristics, channels, locations, user involvement

E-government status in the Arab Region

PROGRESS STRONGLY CORRELATED WITH INCOME

- GCC countries most advanced: several global leaders in citizen-centric, joined-up and mobile services
- Most countries focusing on building infrastructure and providing basic information on government and its activities
- Significant exceptions: Egypt, Morocco and Tunisia with focus on whole-of-government, e-participation, open information and data, and specific support to disadvantaged and vulnerable groups

Good practices from the Arab Region

SIX GENERALIZABLE APPROACHES TO INTEROPERABILITY AND STANDARDS IMPLEMENTATION

1. Initiate and test in one entity, then stepwise roll-out: e.g. Morocco, Oman, Lebanon
2. Multi-channel front-office one-stop-shops for multiple entities: e.g. Egypt, United Arab Emirates
3. Shared infrastructures across multiple entities: e.g. Bahrain, Jordan, Sudan
4. Overlay on retained legacy silo-systems in each entity: e.g. Tunisia
5. From scratch by abandoning legacy silo systems: e.g. Palestine
6. Public-private partnerships across multiple entities: e.g. Saudi Arabia

Important issues for e-government service integration in the Arab Region

Headline lessons for service integration (1)

BACK-OFFICE INTEGRATION OF SERVICES

- Interoperability: legal, organizational, semantic, technical
- Integration standards: OASIS and open standards for e.g. security, Internet of Things, cloud-computing, content, emergencies
- National base registries: e.g. population, companies, buildings, addresses, vehicles, geo-locations
- National government networks and systems: e.g. fixed, mobile, broadcast, satellite, hardware, software, HR, buildings, vehicles

Headline lessons for service integration (2)

FRONT-OFFICE BUILDING BLOCKS FOR SERVICE INTEGRATION

- Front-office service delivery integration across different entities and levels
- Channel integration, e.g. web, mobile, kiosk, call centre, face-to-face
- Integration around service functions, e.g. user life events
- Integration around user characteristics, e.g. personas based on need, status, age, gender, location
- Integration through user involvement, e.g. user bundling and personalization

Headline lessons for service integration (3)

E-GOVERNMENT STRATEGY AND IMPLEMENTATION

- Developing policies, strategies and action plans
- Mandate and political backing
- Dedicated national authority, governance structure
- Dedicated legal, regulatory and financial provisions
- Organizational and process change
- Skilled and motivated government personnel
- Project management and governance
- Focus on the wider impact of e-government:
  o Efficiencies for government
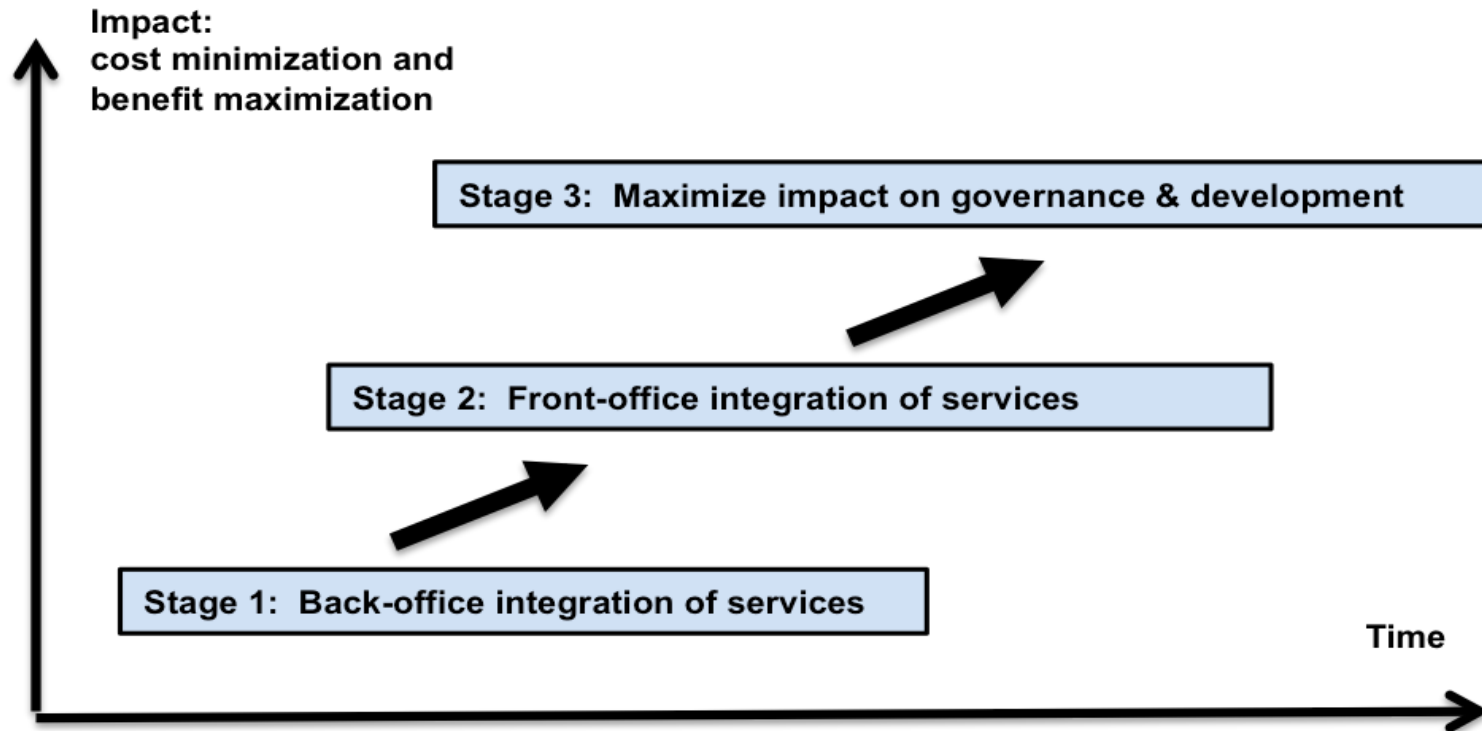 o Effectiveness for users

Recommendations for a strategic framework and guidelines for e-government service integration in the Arab Region

Guidelines for e-government as a platform for service integration

- Long-term policy, strategic framework and political will
- Governance of the strategy and implementation: coordinated from the top with clear role and authority demarcations
- Legal and regulatory basis: underpins and enforces the building blocks and other enablers like eID, e-authentication, data exchange and data protection
- Action plans, financial, HR and other resources for strategy implementation, in phases of 1-2 years within long-term goals
- Quick wins: to demonstrate impact and elicit buy-in
- Ongoing monitoring and cost-benefit evaluation

Strategic framework for service integration (1)

THREE MAIN STAGES: INTERLINKED AND CUMULATIVE

Impact:
cost minimization and
benefit maximization

Stage 3: Maximize impact on governance & development

Stage 2: Front-office integration of services

Stage 1: Back-office integration of services

Time

Strategic framework for service integration (1)

STAGE 1: BACK-OFFICE INTEGRATION OF SERVICES

- Interoperability and standards
- The 'once-only' principle and base registries
- Data exchange
- Data quality
- Data protection
- Implementation of interoperability and standards, e.g. deploying one or more of the six generalized approaches and learning from global and Arab Region good practices

Strategic framework for service integration (2)

STAGE 2: FRONT-OFFICE INTEGRATION OF SERVICES

- Access, affordability, usability and inclusiveness
- Multi-channel service delivery
- Service simplification and personalization:
  - Process simplification: rationalizing and reducing process steps
  - Service personalization: by government targeting specific users, or by users themselves
- User-centred design: rather than government-centred design

Strategic framework for service integration (3)

STAGE 3: IMPACT ON DEVELOPMENT AND GOVERNANCE

As building blocks and integrated services are established:

- Monitor and evaluate impacts
- Ensure they contribute to economic and social development
- Link clearly to the country's overall policy goals and development strategies
- Maximizing benefits requires:
  - Wide availability of ICT systems, services and skills
  - Digital by default strategies: making the 'e' channel the preferred option for all appropriate services and users

Arab Region collaboration and sharing

- Ambitious, pragmatic and realistic approached needed
- Shared enablers in both front- and back-offices, e.g. Arab Interoperability Framework, cloud, cyber laws, indicators, eID, e-procurement, e-payments, open data
- Shared services appropriate to Arab population generally and different segments, e.g. e-customs, e-trade, land purchase and registration, residency permits, tourism, m-government
- Capacity building and collaboration initiatives, e.g. registers of expertise, capacities, skills, good practices, staff exchanges, workshops, awards, collaboration spaces